

# *Common Vision*

A Handbook for Building  
Neighborhood Associations

City of Chattanooga  
Department of Neighborhood Services  
January 2001





## Department of Neighborhood Services



**1110 Market Street, Suite 333  
Chattanooga, TN 37402**

Dear Reader:

The role of communities is becoming increasingly important in the United States. In an effort to develop strong neighborhoods and support community-based decision-making, the City of Chattanooga established the Department of Neighborhood Services in 1997 to form an alliance between local government and its citizens.

Out of our commitment to provide neighborhoods with resources, information and instruction, we are offering this handbook for those who wish to form neighborhood associations. It is designed to help your neighborhood establish the teamwork and leadership it needs to successfully address issues that concern your residents.

The approach outlined in the handbook combines proven business approaches to planning and leadership with the cumulative experience of the Neighborhood Services staff. We believe it will provide your neighborhood with a strong foundation that will support any initiative you choose to undertake.

We dedicate this handbook to all Chattanooga neighborhood associations. Their success has taught us and guided us, and their mistakes have helped us evolve new approaches to achieving our goals.

We hope it will help your neighborhood achieve its goals as well.

A handwritten signature in black ink, appearing to read "Kenardo K. Curry". The signature is fluid and cursive, with the first name "Kenardo" being more prominent.

Kenardo K. Curry, Administrator  
Department of Neighborhood Services



# Contents

## Introduction

### The IDEAL Approach

- Investigate
- Develop
- Expand
- Activate
- Lead

### Appendix

- Tools & Techniques
- Forms & Formats
- Connections
- References





# *Introduction to a Common Vision*



## Uniting Your Community

Neighborhood associations provide a wide range of services to residents. Some associations form to help neighbors get to know each other and to provide a means of conveying information. Often neighborhoods first organize because of a sudden crisis in their community or to address issues such as zoning, crime, housing, and employment.

Whatever the purpose, people report that after becoming involved in neighborhood associations, they have a deeper sense of community and belonging and they feel better able to influence many aspects of the urban environment that affects their lives.

Neighborhood associations provide a local forum in which residents deliberate on issues that are important to them and give people a way to communicate their views with greater impact.



## The Current Situation

People are increasingly turning to neighborhood associations as a way to implement change at a local level. This increase, according to the Alliance for National Renewal, is due to several factors:

- 1. Fewer public sector dollars are available.**

Communities can no longer depend on the government to solve their problems. The new fiscal reality is that government – at all levels – are less able to generate taxes for social programs and what money is available is often restricted by strict spending guidelines. Community leaders must become more adept at utilizing both the non-profit and private sectors, as well as individual citizens, for funding and resources.

- 2. Social problems are being addressed at the local level.**

Federal legislators spend the vast majority of their time addressing national security and economic issues. State legislators are fairly focused on state-wide infrastructures – education, highways, prisons -- that support economic health.

Increasingly, problems such as gangs, drugs, hunger, homelessness, environmental concerns and urban growth are being dealt with at the local and community levels. Although local government plays a big role in these issues, communities today are much more active in decision-making.

**3. New approaches to problem solving now exist.**

In the 1970s and 1980s cynicism about government efficiency increased. This skepticism fueled legislative intolerance for program failure. As a result, both elected and appointed officials became wary of implementing new programs. Out of this atmosphere grew grassroots movements to bring people and resources together to not only talk about problems, but to design solutions. A more flexible, inclusive environment for local problem solving now exists at the local government level.

**4. People no longer expect others to act on their behalf.**

Years ago the town's mayor or the owners of local industries or the city's wealthiest members were considered the community's caretakers. Today's leadership includes representation from all walks of life.

**5. Communities are more diverse.**

The most successful communities are those that value ethnic, racial, religious and economic diversity rather than seeing it as a problem to be solved. We understand now that cookie-cutter approaches to problem solving don't work. The best solutions come when communities develop an understanding and appreciation for what it is that makes them unique and special.









## The IDEAL Approach

Neighborhoods are composed of many diverse individual needs, values and lifestyles that must be considered when implementing a community-service organization.

The IDEAL process is an organized, systematic approach to development that utilizes the unique talents and resources of your community. Not only does this method help you identify your community's needs, it helps you tap into the talents, the energies and the diversity of neighborhood residents themselves to create a truly unique and effective support system.

The IDEAL approach helps groups to:

-  identify interests and values they share in common
-  identify problems they share in common.
-  identify a course of action or desired outcome.
-  identify existing community resources.



*Tell me, I forget.*

*Show me, I remember.*

*Involve me, I understand.*

Eastern proverb

# *Key Phases and Activities*

## **Investigate**

- Identify Current Situation
- Identify Issues and Concerns
- Develop a Vision and a Mission
- Identify Stakeholders

## **Develop**

- Develop Goals
- Develop Objectives
- Design Strategies
- Determine Tasks

## **Expand**

- Identify Resources and Support Systems
- Map Community Capacities
- Create Partnerships
- Recruit Volunteers

## **Activate**

- Create Community Action Teams
- Develop an Action Plan
- Track Progress
- Evaluate and Adapt Programs

## **Lead**

- Manage the Program
- Supervise Volunteers
- Conduct Meeting
- Resolve Conflict

## STEP ONE

# I *Investigate*

## ***Creating Consensus***

Community visioning is an opportunity for people from all sectors and demographics of the community to discuss their individual hopes and concerns. This event allows members of the community to connect with each other and find common values.

Community visioning is also a process and an outcome. Not only does it create a picture of what the community wants for itself, it develops a broad, implementable, community-owned plan for renewal.

Citizens who are provided a forum in which their ideas and opinions are heard, seriously considered and, perhaps, even incorporated into the action plan, will have a greater sense of community “ownership” of the plan and an increased willingness to participate in developing the plan.

This collaborative approach can help mobilize the necessary resources and establish community will. Effective collaboration, however, requires decision-making by consensus. In consensus decision-making, a decision is arrived at without a vote but with an agreement that, although it may not be the solution preferred by all, it is an approach that everyone can live with and support. Although this approach to problem-solving is not appropriate for every issue and situation, it is necessary for creating a community-based vision.

*“As the number and diversity of actors expecting to be part of any community decision increase, so must the process for making these decisions become more open and accessible. Bringing diverse players together -- finding common ground -- is a process of self-realization whereby all community members can discover that they have the talent and ideas necessary to improve life for themselves and their neighbors.”*

Christopher T. Gates, President  
National Civic League

## Identifying the Current Situation

In order to successfully address issues and develop solutions, you must know the current conditions in your neighborhood. Information about people – called demographics – can be obtained from census records. This data can provide a realistic view of the people who make up your neighborhood. It's also important to have accurate statistics on your neighborhood's economic development, real estate figures, crime rates, and any other trends that may impact your community. The Department of Neighborhood Services or your Neighborhood Relations Coordinator can assist you in collecting the information you need to create a neighborhood assessment.

*Even before you start to organize a community improvement process, you must determine whether your neighborhood leaders have the commitment to see it through. A good way to make sure is to ask yourself:*

- Do you recognize the need to improve the way your community manages change? Are you willing to take actions to respond to that need, realizing that some of them may be controversial?
- Are you prepared to evaluate the neighborhood's resources and then make needed adjustments to increase their effectiveness?
- Are you willing and able to commit the resources needed to carry out the improvement process?
- Are you willing to share leadership and ownership of the improvement process? Can you envision recruiting a broad-based group of participants and establishing effective partnerships with a variety of outside entities?
- Are you willing to take the time and effort to design and implement an effective improvement process that responds to your community's specific needs?

TVA Quality Communities



## Identifying Stakeholders and Building Diversity

A broad-based community vision effort should start with a list of stakeholders. A stakeholder is someone who has a “stake” in the community whether it be property, family, friends, business, churches, schools, institutions, organizations, social groups, etc. The group should also represent the community’s demographics in terms of age, race, gender and income. All stakeholders should be invited to participate in the visioning process. Occasionally a second round of invitations is necessary in order to achieve representation from all sectors, interests and perspectives.

The primary stakeholders in the neighborhood are the people who live there. The best approach to getting these people involved is a face-to-face invitation. Although many people find it difficult to talk to their neighbors, they will likely find that people want an opportunity to talk about the problems they see in their neighborhoods.

When you approach your neighbors, begin by telling them your idea for organizing, then ask if they are interested. If so, what are some of the problems they see in the area that they would like to address. Exchange names and phone numbers and agree to call them about the meeting within two weeks. With only a small core group of people you can begin your planning.



## Identifying Issues and Concerns

Assess your current situation. Numerous methods have been devised to develop community profiles. One approach, called SWOT, analyzes resources and conditions in terms of Strengths, Weaknesses, Opportunities, and Threats.

<b>Strengths</b>	What attributes or characteristics make your neighborhood special? What do you want to preserve and protect?
<b>Weaknesses</b>	What do you need to strengthen or develop? What conditions cause your neighborhood to be put at a disadvantage? What conditions impose limits on your neighborhood?
<b>Opportunity</b>	What conditions exist? What conditions are changing? What new situations are being created?
<b>Threats</b>	What outside forces threaten to change your neighborhood?

*Where there is no vision,  
the people perish.”*

Hebrew Proverb

Establish a meeting to discuss existing conditions in the neighborhood to identify the issues and trends that concern residents most. Be sure everyone has an opportunity to contribute to the discussion. At this meeting, it is more important that the situation is fully explored so encourage full participation

Four techniques for evaluating problems and making decisions in consensus fashion are: brainstorming, multi-voting, nominal group technique, and affinity technique.

- **Brainstorming** is used to generate an extensive number of ideas with great variety without criticism or judgment.
- **Multi-voting** is a structured system of voting used to reduce a large number of ideas down to a workable few. It is especially appropriate following a brainstorming session.
- **Nominal group technique** is a structured group process for decision making that gives each participant an equal voice. It is used to help a group generate numerous possible solutions to problems and choose the most effective one.
- An **affinity diagram** is a technique used to organize the output of brainstorming. Ideas are written and assembled into natural sub-groups to be used for organized discussion.

After the group has had an opportunity to share and discuss their concerns, give them an opportunity to consider what will happen to the community if no action is taken. This will create a reference point when they are asked to discuss the ideal situation and form a shared vision.

Priority-issue selections can now be broken down into a vision statement and a mission statement.



## Identifying a Shared Vision

A strategic plan provides overall direction on the long path from where things are now to where we hope they will be in 5, 10 or 20 years.

Your strategic plan is the written version of your community's vision for where it wants to go and how it plans to get there.

The plan incorporates decisions your community made about approaches to take and those to postpone or ignore altogether. And it embodies your community's strategy for moving from early successes to long-term enhancements. Resources for development and straying from your roadmap increases your chances of getting lost.

The first step in creating a strategic plan is to describe our dreams of how we want things to be. Brainstorming has become a favorite way to generate as many creative ideas as possible. It encourages people to think up new possibilities without concern for their practicality or appropriateness. In a brainstorming session ask all participants to state their ideas about how an ideal neighborhood would look. Anything goes. Write each idea on a blackboard or large piece of paper posted at the front of the room. Don't discuss the ideas. Don't judge the ideas.

# Vision

*A statement that identifies what we want and why we want it.*

After all the ideas are stated, go back and discuss each one. Group similar ideas and then ask the group to select the top priorities. Finally, using the most important agreed upon ideals, frame a vision statement about what kind of neighborhood you want to create.



## Creating a Mission Statement

A vision statement creates a shared image of the ideal neighborhood. It explains what you want, why you're taking action and provides the foundation for future action.

Every team has a mission, a purpose or reason for existence, but some never take the time to examine this reason. A mission statement helps everyone understand the purpose of the organization and suggestion actions that are appropriate.

A mission statement should never be written by community leaders and given to the group. That undermines the purpose of the mission statement and can prevent members from buying into the mission.

Mission statements are usually less than 25 words long and are expressed in only one sentence. The sentence tells the reader what you want to do without saying how you will do it... the *how* is stated later in your goals and objectives. When crafting a mission statement be sure to phrase it in an active voice, in positive terms.

*Our mission is  
to promote the welfare of the community,  
to encourage and enhance community pride, and  
to promote citizen participation in all issues  
affecting their neighborhoods and the city.*

*Chattanooga Department of Neighborhood Services*





## Planning a Community Meeting

By bringing together a cross-section of viewpoints, a community meeting is the perfect setting to exchange ideas and information. In a successful meeting, a variety of active participants are brought together, information and opinions are shared, resources and volunteers are identified, and goals are established.

***Designate a planning committee.*** Although a community meeting is a community-wide event, it is helpful to designate a civic organization or separate committee to handle the planning or organization of the meeting.

***Set a time, place, and date.*** Make sure to avoid conflicts with other regularly scheduled meetings and plan alternative dates.

***Develop goals for the meeting.*** Establish goals and objectives such as “to present results on...” or “to solicit opinions from...” A meeting without a well stated and well publicized goal will not be well attended.

***Develop an agenda.*** The agenda should naturally follow the goals. Think about the audience: what is likely to interest and involve everyone? Be sure not to overload the agenda and, once it is set, make sure it starts and ends on time.

***Invite participation.*** Community meetings should be as inclusive as possible. It is also important to include representatives from the neighborhoods businesses, churches, civic organizations and governments as well as adjoining neighborhood associations. Pay particular attention to having ethnic, cultural and social diversity.

***Publicize.*** Develop a contact person with the media and provide them with a short press release about the meeting. Try to find ways to catch the interest of the media to attract more attention among the general public.

***Follow-up.*** It is important to provide follow-up information about the results of the meeting. This can be done through newsletters, letters to the editor, or general mailings.

***Record.*** Keep a list of all participants attending the meeting as well as detailed minutes of the meeting. Pay particular attention to recording any actions and responsibilities assigned during the meeting.

***Evaluate.*** To ensure that your meetings are successful and that they address the needs of your audience, get feedback. Ask participants to complete an evaluation before they leave the meeting. Make it brief and easy to complete. Ask a few questions about the content and the format of the meeting but don't ask them to sign it.

## *Agenda: Brainstorming Session*

### 1. Overview

- Explain what the meeting is all about so attendees know what to expect.

### 2. Objectives

Describe what the exercises are intended to produce.

- New product or program?
- Naming ideas?
- Promotion ideas?
- Methods?

### 3. Rules

- Everyone participates. No idea is a bad idea.
- Be creative.
- Take risks.
- Be courteous. No criticism allowed.

### 4. Activities

- Use games and exercises to warm-up your creative thinking.
- When ideas slow down, try another exercise to generate new ideas.
- Break into smaller groups if necessary.
- Use a computer, writing board, or flipchart to capture every idea.

### 5. Summary

- Review ideas.
- Consolidate similar ideas.
- Vote on top candidates.
- Prioritize top 10 ideas.

### 6. Next Steps

- Explain what happens next: follow up? new committees?
- Generate a list of action items and people responsible for follow-up.
- Set up the next meeting.

## STEP TWO

# D *Develop*

### Developing a Plan

Community development experts say all successful groups have the following things in common:

- *They have a detailed action plan.*
- *They have a clear vision and mission.*
- *They have strong, consistent leadership.*
- *They record, evaluate and acknowledge progress.*
- *They have clear lines of communication and responsibility.*

Each of these elements relate to the effects of strategic planning. In the first step of strategic planning, the group identifies its long-range goals in terms of its vision and mission statement. Next, the group decides upon objectives and strategies for accomplishing its mission.

#### Developing Goals

Goals are established by drawing upon information about the current situation and the community's ideals or vision. Based on "where we are now," the group determines goals for "where we want to be tomorrow."

## Goal

*A statement that explains what initiative we plan to undertake to achieve our mission.*



## Developing Objectives

Setting objectives is the part of the strategic planning process that makes the community's vision operational. Objectives also make concrete the working theory or goals behind the program, specifying the desired outcome, in what sequence, by what dates, and what magnitude

Objectives provide guidance for planning, managing and evaluating the program:

- **Planning**

Objectives give focus and direction to those developing the program.

- **Managing**

Objectives provide guidance and motivation to those implementing the program.

- **Evaluating**

Objectives spell out the outcome criteria used for monitoring and evaluating the program.

Objectives are established by drawing on information about the current condition of the neighborhood (obtained in Step One): "Where we are now." Then, using the information obtained in the visioning process, establish a desired reference point or goal: "Where we want to be."

These examples, from Effective Public Relations by Cutlip, Center and Broom, illustrate the elements and form used in developing program objectives.

1. ***Begin with "to" followed by a verb describing the direction and the intended outcome.*** There are three possibilities: to increase, to decrease, and to maintain.
2. ***Specify the outcome to be achieved.*** Again, there are three possible categories of what is to be maintained or changed: what people are aware of, know or understand; how people feel, and what people do. Each objective should spell out single, specific outcomes.

*Objective*

*A statement that explains what we plan to do, when we plan to do it, and how well we plan to do it.*

3. ***State the magnitude of change or level to be maintained in measurable terms.***  
To provide useful and verifiable outcome criteria, objectives must be stated in quantifiable terms. The levels must be realistic and consistent with the resources available to those implementing the project. Without benchmark data, judgment dominates when setting outcome objectives.
4. ***Set the target date for when the outcome is to be achieved.*** Dates stated in the objectives follow the working theory of the sequence of what has to happen. Typically, outcomes must be achieved in order with one necessary before another. Dates also provide guidance for those developing strategy and tactics, even down to deciding when to schedule communications and events.

*Be sure your objectives are S.M.A.R.T.!*

**S**pecific

Address one specific issue per objective. More than one objective can be written for each goal.

**M**easurable

State the degree by which you will achieve your goal. This can be phrased in terms of percentages or totals.

**A**chievable

Be sure you have the resources to achieve your goal. Make the objective something you can accomplish.

**R**elevant

Make sure that your objective relates to the specific goal you are defining.

**T**imed

Set a date for when you plan to accomplish the objective.



### Case Study

The Neighborhood Services Department recently developed a strategic plan for addressing the problem of illegal dumping.

- Mission:      To encourage and enhance community pride.  
                     To promote the welfare of the community.  
                     To promote citizen participation in all issues affecting their neighborhoods
- Goal:            To eliminate the problem of illegal dumping in residential areas.
- Objective #1: To decrease illegal dumping by 50% within one year by increasing public reporting.

In the previous example, our goal is based on the department's awareness of current conditions – in this case the number of illegal dumpsites recorded and the number of public reports made annually -- and it supports the department's mission of maintaining clean and safe neighborhoods.

Although the goal says what we want to do, it does not say how we will do it. That is the objective's job.

Objectives defines goals further by saying what we want to change or preserve. Our objectives state that we want to decrease illegal dumping and increase public reporting. It also states the degree of change and when we expect to achieve this.

In order to develop our objectives, it was necessary to research the current situation and set measurable benchmarks for improvement. At the end of the year, we will again perform research so we can measure our results and see if our objectives have been achieved. If not, we may want to adapt the program or change our activities.

## Developing Strategies

After deciding what you want, you must next create a plan for getting it. Strategies are the basis for an action plan that explains how you plan to achieve your objectives.

Strategies are not detailed itineraries but a direction and a destination. Strategies explain what programs or projects you will undertake to achieve your objectives. An action plan (discussed in next section) explains what tactics and tasks are necessary to implement the strategies.

Brainstorming sessions are a good way to come up with ideas for strategies. As you think about ways to solve the problem, be sure to target your strategies toward a specific group.

In the example above, the department decided to develop an incentive program that encouraged reporting by neighborhood residents. This program – ROAR (Report Offenses, Achieve Rewards) – has several components or *tactics* that target specific groups.

For instance, one tactic for reducing illegal dumping might be to do an educational campaign targeted at school-age children, another might be an incentive program targeted at residents, and yet a third tactic might target violators themselves.

# Strategies

*Projects or programs that will address your goals and accomplish your objectives.*

<u>Strategy</u>	<u>Tactics</u>	<u>Responsible</u>	<u>Deadline</u>
R.O.A.R.	Speakers Bureau Program	John	1/30/01
	School Program	Sue	9/01/01
	Promotional Program	Bob	12/15/01
	Advertising Program	Jane	12/30/01

*\*An action plan for the tactics is found in the ACTIVATE section.*





## STEP THREE

# E

## *Expand*

### Finding Support

Improving our neighborhoods takes a lot of work by a lot of people. The ability to work effectively with other individuals and organizations, both inside and outside the neighborhood, is essential to successful revitalization efforts.



#### Mapping community capacities

A community profile is an analysis of conditions in the community. By creating a community profile (also called a community evaluation and analysis) you will better understand your community's social, economic and human resource base as well as its problems and opportunities. This analysis should use current information about economic trends, natural resources and demographics. Long-term success will not occur through the efforts of a few.

Healthy groups are a mix of ages, genders, ethnic backgrounds, and includes businesses, schools, and institutions. To make sure that your neighborhood is fully represented, collect information about members in the community.



#### Identifying community resources

Mapping the institutional resources within the neighborhood is important. In addition to collecting demographic information about the neighborhood – information on residents age, race and gender, it's important to have statistics on crime, economic development, education, housing and employment in your neighborhood.

Neighborhood associations can get information on demographics from regional planning organizations, state and federal developmental agencies, universities and utilities. The association should also have or should compose a complete list of businesses and institutions within the community.

What other groups exist within the community? How many and what types of religious institutions are there? How many schools are located in the neighborhood and what percent of the children in the neighborhood attend? Are there recreational facilities or parks located within or near the neighborhood? Does public transportation exist?

Gathering this information is important but more important is understanding the meaning of the data. Once the community profile is created, ask members the following questions:

- *Do you agree with the data?  
Does it validate your insights and opinions?*
- *What do you see as the causes of some of the positive trends?  
Negative trends?*
- *What are some of the more important trends that the community  
has little control over? What can the community influence?*

Your Neighborhood Relations Coordinator can assist your association in finding the answers to questions such as these.



## Structuring the Organization

The group can be structured in a variety of ways ranging from a loosely operated association to a 501(c)3 non-profit corporation. In order for a group of any size or type to be effective, members roles should be clearly defined. Although your association will decide how it wants to structure itself in terms of office holders and committees, the list traditionally includes a Chairperson or President who presides over meetings and the activities of the association, a Vice-Chairperson or Vice-President who acts in the absence of the Chairperson, and a Secretary and/or Treasurer who in charge of record-keeping and reporting. A list of officers and committees, along with a detailed explanation of their roles, should be included in the association's bylaws.



## Recruiting New Members and Volunteers

Getting new people involved in an organization is exciting. It is an opportunity to share what is special about the organization. New members can renew enthusiasm and energy within the association and, when given the opportunity to actively participate, new members can re-motivate others in the group.

Recruit new members at local civic organizations, at neighborhood events, while talking with neighbors or friends, through the association's newsletter... anywhere you can find people who might be interested in the neighborhood.

Recruiting new members should occur on an on-going basis. As new people make contact with the association, they should be welcomed and invited to participate. The best time to get people more involved in the association is when they have an interest or an issue; ask them then to take on board membership or sit on a committee or chair a special project.

Community development can best be sustained over the long term when there are motivated and committed residents to keep the momentum going. To prevent burn-out, ensure that a constant supply of new people are being trained and encouraged to assume leadership roles.

*The best way to ask people to volunteer is in person, face-to-face.  
They are more likely to volunteer if...*

- they understand the organization and its purpose.
- they identify with the projects and issues of the organization.
- they know what is expected of them and how much time it will take.
- they know how the involvement relates to their interests and abilities.
- they receive orientation or training in how to do the job.
- they receive some status, recognition or satisfaction from their involvement.



## Tips for Recruiting New Leaders

- Seek out underrepresented groups

Leadership development is important in securing broad, diverse participation in your community's decision making. To better understand the needs of your community, take the extra effort to engage everyone and seek out individuals who can represent their issues before the larger community.

- Involve schools

The future of the community lies with its youth. As you plan community activities, think of ways that school children can participate and learn about local issues. Provide opportunities for youth to organize their own activities and reward those efforts.

- Look for useful skills

When looking for new members, don't just think about who they are and how they might have been involved before, think about what skills they can bring to a new task or project. This helps draw out people who might not otherwise participate.

- *Appeal to self-interests*

Try to relate to people's interests. Explain how their involvement can help them learn new skills or meet new people.

- *Cast a wide net*

Don't limit yourself to only those people whose skills meet an immediate need. Encourage people who may only be able to contribute in limited ways or for limited periods of time. All skills and all contributions are valuable.

- *Involve by degrees*

Start cultivating new leaders by giving members small tasks they can easily handle. Over time their confidence and ability will grow. Some may need strong encouragement and support before assuming a leadership role.

- *Define tasks, clarify expectations*

Early clarification of expectations will prevent future misunderstandings. Be specific about the end results and provide any resources that will help members do the job.

- *Offer rewards*

Let people know you value their participation by recognizing their efforts with acknowledgements and rewards. Publicize their successes.



## Creating Partnerships

Partnerships allow organizations to cooperate and coordinate with each other to reach common goals while still maintaining their autonomy. A partnership can exist between two entities within the private or public sectors. The purpose of partnerships is to eliminate duplication of work among agencies and organizations and to coordinate the resources available to them. Neighborhood associations can benefit from alliances with individuals and institutions outside their community but first look at those within the community. To ensure that the association remains a viable community resource, partnerships should supply a reservoir of expertise and capital.

Many people build partnerships into the structure of their organization by forming advisory boards composed of local civic and business leaders. Although such advisory boards may not set policy, they can lend legitimacy and expertise to the organization that is often critical.

## *Tips for Creating Partnerships*

*When selecting partners or inviting people to serve on an advisory board keep these points in mind:*

- ***Draw from a variety of sources.***

Look for potential partners and volunteers from schools and colleges, nonprofit organizations, businesses, foundations, government agencies and the media.

- ***Offer partners something in return.***

Explain how a partnership would benefit them by providing positive publicity, serving to fulfill the partner's stated mission, develop new consumer markets or expand an existing commercial base.

- ***Find common ground.***

People are more likely to join and support a successful venture. A strong financial and volunteer base will ensure potential partners that their contributions will be well invested. The partners should reach an understanding as to what the goals of the partnership are.

- ***Communicate frequently.***

Effective and frequent communication is a necessary component in maintaining a partnership. It is important that you open a good line of communication, not only with your partners, but also within your own agency.

- ***Function as mentors.***

Create the opportunity to find a mentor in the partner organizations. Learn the values and skills they offer. This is also an opportunity for you to provide knowledge to someone else by serving as a mentor to them.

- ***Disclosure.***

As with any working environment, honesty is a must. No secrets should be kept nor information withheld in the partnership. Hidden agendas only undermine and possibly cripple the partnership.

- ***Compromise***

Do not expect to have everything your way. Compromise indicates that you are sincere and that you will not take advantage of other partners.

- ***Confront problems immediately.***

When conflict arises, deal with it as soon as possible. The sooner an issue is addressed, the more likely it can prevent larger problems from occurring.

## STEP FOUR

# A *Activate*

## Implementing the Plan

Capture the momentum that has been generated from the planning process, as well as to capitalize on existing working partnerships, by beginning the implementation phase as soon as possible after the planning phase. Identifying key tasks not only prioritizes activities, it helps to establish controls such as benchmarks, deadlines, reporting, and expenses.



### Developing Action Plans

Your strategic plan is the written version of your community's vision for where it wants to go and how it plans to get there. Action plans are simply steps in implementing strategies, a list of tasks and timelines that serve as the blueprint for your project. Action plans identify:

- **WHAT** will be done,
- **WHO** will do it,
- **HOW** long it will take, and
- **WHEN** it will be finished.

*Action without vision  
passes the time.*

*Vision without action  
is dreaming.*

**Vision with action  
changes the world**

Joel Barker, The Power of Vision

Action plans help volunteers follow-through on plans and keep everyone informed about what's going on and what has been accomplished. However, for action plans to function properly, everyone must be committed to following the plan.

One can assume that the plan can work if there is commitment by community leaders to create a long-term strategy, set objectives, and conduct community research. However, no one can see 10 years into the future with absolute accuracy, so update the plan periodically as conditions change.

### EXAMPLE: Tactics and Tasks

**Strategy:** R.O.A.R.

**Tactic #1:** *Advertising Campaign*

**Tasks:** *Print Advertising*

Magazine Ads

Newspaper Ads

*Display Advertising*

Billboards

Busboards

Posters

Bumper Stickers

*Direct Mailing*

Flyers

*Television Advertising*

P.S.A.s

Commercials

*Radio Advertising*

P.S.A.s

Commercials

# Tactics

*Programs designed  
to address a given  
strategy.*

# Tasks

*A list of projects or  
actions necessary to  
implement a given  
tactic.*





## Creating Action Teams

Implementation of the action plan is the substance of the project. If this part of the plan falls through, so will your goals.

One way to implement action plans is to establish an action team to oversee the process. Although some strategies are very specific and can be handled by individuals, others are more complex and should be assigned to a committee of people. Action teams break each tactic into a series of tasks. Responsibility for each task is assigned and a completion deadline is determined.

Action teams usually remain in place until all tasks are completed and the strategy has been fully implemented.



## Evaluating Community Programs and Initiatives

How do you know if your programs are working? Are they meeting your goals and objectives? If not, what can you do to make them better?

Evaluation is the Fat Lady in the project management game: the project's not over until the evaluations are done. A well-planned method of evaluating our projects – one that is built into the strategic plan – pays big dividends.

Evaluations help us plan more effectively by identifying and adapting to the changes in our communities. They help us budget our time and money more effectively by showing us the cost/benefit outcome of our projects. And they help renew our community's commitment by showing the progress we've made.

### **Process Evaluations**

Did we finish on time?

Did we do it the way we planned to do it?

What did we learn from doing it like this?

What can we learn from this experience?

### **Outcome Evaluations**

What was the impact of our activities?

Did we accomplish our objectives?

If not, how close did we get?

Did we have any unintended consequences?



## STEP FIVE

# L *Lead*

## Overseeing the Plan

Successful projects have some type of oversight to support the implementation process. Often this oversight is provided by a committee that was active in the planning phase or by officers of the organization. The purpose is to ensure that the “game plan” is being followed and that project remains on track. The oversight group will coordinate activities and serve as a communication link between various teams.



### Managing Projects

You’ve worked through all the steps – creating the vision, stating the mission, developing goals, planning the strategies – now it’s time to execute the plan. How do you get people who are donating their time and energy to meet the deadlines?

**Provide an agenda.** *Make sure everyone has a list of the action plan complete with deadlines and names attached to specific tasks.*

**Monitor progress.** *Evaluate the timelines to make sure the tasks and due dates are complete, clear and current. Expect changes.*

**Offer support.** *Make a friendly phone call to see how they’re doing with their tasks and to see if they need any help. Don’t hesitate to reassign tasks if necessary.*

**Ask for feedback.** *At group meetings, ask committee members to report on their progress as a regular part of the meeting.*

**Celebrate.** *Timetables can also serve as reminders to acknowledge people for their accomplishments at each step along the way.*



## Managing Volunteers and Members

Delegating responsibility is both helpful and desirable in all kinds of organizations. It helps to maintain good human relations, provides for more efficient operation, and increases the investment of the community.

As a neighborhood association leader, it is often tempting to do as much yourself as you can. Unfortunately, yielding to this temptation runs the risk of burn-out from job overload. It may also keep others from becoming involved.

When delegating responsibility remember...

**Capability.** Is the person capable of carrying out the assignment? If the capabilities of a person are not known, involve them first in limited responsibilities that provide experience and develop capabilities.

**Expectations.** Do they know what is expected of them? Clear communications are very important. What is said may have different meanings to different people. Ask them to tell you what they understand the assignment to be.

**Involvement.** Those carrying out the action should be involved in developing the goals, strategies and objectives. Such involvement allows the one responsible to have input in planning and developing team actions.

**Connect.** Touch base with each other periodically. This is especially important for officers of an organization. Getting together to discuss plans and exchange ideas regarding assignments can avoid misunderstandings.

**Recognize.** Commend and encourage people frequently. A pat on the back can do much to bolster a person's confidence and stimulate continued involvement.

**Empower.** Let people carry out their assignment without interference. There are usually several ways of doing something. Remember to check frequently to see if anyone has questions or needs help.

**Reward.** Thank people for their assistance when the job is complete and give them credit for the results.



## Managing Meetings

### ■ Introduce Yourself

Do not assume people know who you are. If there is time and the group is of a reasonable size, have others introduce themselves as well. No matter how small the gathering, be sure to use name badges. Be creative with introductions and ice breakers.

### ■ Assign Staff

Be sure that someone circulates a sign-in roster and that someone is assigned to record the meeting minutes.

### ■ Follow the Agenda

Create an organized agenda and follow it. Effective leaders keep discussions to the topic and limited the time allotted to speak. When it is time to end a discussion, announce that time is almost up. Select the final speakers and their order from those still indicating a desire to speak. When those people are finished speaking, the discussion is over.

### ■ Direct the Discussion

When issues are brought up that are not on the agenda, remind them that there will be a time for new business. If people are repetitive, recap the information that has already been shared. If a decision needs to be made, you can inform and facilitate discussion but do not dictate decisions. Be clear about your role as facilitator; if you want to speak, you may call on yourself, step out of your role as the chair, say your piece, and then return to your role as the chairperson. At times it may even be helpful to invite someone from outside the group to facilitate the meeting.

### ■ Facilitate Decision-making

Always seek to facilitate consensus. Never assume there is agreement until you verify it with those in attendance. Remain impartial and fair. Give each side a chance to state their point of view.

### ■ Review What Has To Be Done

Review all discussions, decisions made, and tasks to be assigned. Make sure people leave the meeting with a clear understanding of what decisions have been made and which tasks are to be done by whom.

### ■ Encourage Participation

Recognize that people respond differently and try to allow for these differences, however, encourage members to get things done and help them when necessary.



## Meeting Preparation Checklist

### Before the Meeting

- ☐ Schedule a room large enough for the group to be seated comfortably. Be sure it is accessible to people with handicaps.
- ☐ Be sure to put out a sign-in sheet.
- ☐ Assign someone to record meeting minutes.
- ☐ Set the agenda, along with time limits, including routine items such as introductions and approving minutes.
- ☐ Invite speakers or other special guests. Let them know what topic to speak on, how much time they will have, how large the group will be and when they will be placed on the agenda.
- ☐ Publicize the meeting at least one full week before the meeting.
- ☐ Collect sign-up sheets, pens, nametags and other supplies.

### During the Meeting

- ☐ Arrive early to set up the room.
- ☐ Check to see that someone is taking meeting minutes.
- ☐ Start the meeting on time and people will plan to arrive on time.
- ☐ Spend some time setting the stage for the meeting by identifying the purpose of the meeting and explaining what items will be addressed. Be sure everyone gets introduced.
- ☐ Facilitate the discussion so everyone has an opportunity to speak. Summarize the key points and call for a motion when necessary.
- ☐ Call for a break during the meeting if people become restless.
- ☐ At the end of the meeting, thank everyone for coming and contributing.
- ☐ Acknowledge those who helped out.

### After the Meeting

- ☐ Evaluate your meeting to see how you might make improvements.
- ☐ Check with the secretary before leaving to make sure that your notes and the secretary's minutes are in agreement.
- ☐ Leave the facilities clean and in order.

*Did the agenda flow smoothly?*

*Did the meeting last longer than expected?*

*Did any problems arise?*

*Conflict, like power, is neither  
good nor bad.  
It is what we do with it that  
makes the difference.*



### Managing Conflict

Conflict is inevitable in human relationships. Being aware of the warning signals can minimize many conflict situations. Conflict is more likely to occur...

1. *When past conflicts remain unresolved.*
2. *When boundaries of responsibility and lines of authority are unclear.*
3. *When there are many cultural or personal differences or points of view.*
4. *When there is a lack of communication or a misunderstanding of terminology.*
5. *When there isn't enough time for discussion.*
6. *When one party is unwilling to listen or speak respectfully to another.*
7. *When the group requires total agreement in order to move on.*

# One-Year Neighborhood Development Guide



## STEP ONE: Investigate

*Identify one to three issues that are major concerns to the neighborhood.*

Examples: Crime prevention  
Blight elimination  
Reducing adult use establishments



## STEP TWO: Design

*Define goals and strategies for correcting these problems.*

Examples: Form Block Watch groups

Have at least two residents attend Block Watch training sponsored by the police department.

Have 50% of the Block Watch groups formed and operating within six months.



## STEP THREE: Expand

*Expand your support network to find resources you need.*

Examples: Various city departments  
Local businesses  
Local community services  
Neighborhood residents



## STEP FOUR: Activate

*Put your goals and strategies in action by defining action items and timelines.*

Examples: Keep action groups small  
Appoint someone to be in charge  
Develop timelines for completion



## STEP FIVE: Lead

*Lead the process and assess progress to determine whether revisions are needed.*

Examples: Keep written records  
Report on progress frequently  
Keep lines of communication open  
Support and motivate volunteers



## *Increasing Your Group's Effectiveness*

### **Membership**

1. Involve families in your projects.
2. Get more diversity in the membership.
3. Put everyone in charge of something.
4. Build a solid consensus of support for activities.
5. Provide ways for inactive members to show support.
6. Celebrate community events.

### **Information**

1. Collect existing data about your neighborhood.
2. Review the data to identify problem areas.
3. Compare the data to existing trends.

### **Public Image**

1. Adopt the mindset that the public needs to know about your association.
2. Develop a clear image or impression that defines your group.
3. Elect leaders who represent your image in positive ways.

### **Promotion**

1. Designate a spokesperson for your association.
2. Look for opportunities to let people know about your association and purpose.
3. Get listed or featured in other groups newsletters.
4. Start or improve your own newsletter and send it to as many as possible.
5. Become better known by launching a public education campaign.
6. Send public service announcements to radio and tv stations.

### **Activism**

1. Raise the consciousness of the public on what it means to be an active citizen.
2. Write letters to the editor of newspapers about public issues.
3. Register members of your community to vote.
4. Set up a demonstration project to show how a problem should be dealt with.
5. Canvass neighborhoods to gather opinions and build support.
6. Support community issues and concerns.

## *How Productive Groups Act*

- *In productive groups, people listen and pay attention to one another.*
- *In productive groups people discuss the subject at hand.*
- *In productive groups, everyone's ideas and suggestions are welcomed.*
- *In productive groups, everyone has a chance to state his or her views.*
- *In productive groups, the agenda is used as a guide for discussion.*
- *In productive groups, the meeting leader assures that everyone has a chance to speak.*
- *In productive groups, members know and use problem-solving steps.*
- *In productive groups, members are clear about group decisions and are committed to them.*
- *In productive groups, people are satisfied and can point to their achievements.*
- *In unproductive groups people do not listen. They all tend to talk at the same time.*
- *In unproductive groups, the discussion jumps from one idea to another.*
- *In unproductive groups, some members ideas don't seem to count.*
- *In unproductive groups, one or two people do all the talking.*
- *In unproductive groups, the agenda is not clear and there is no written guide for discussion.*
- *In unproductive groups, discussions by a few go on and on until people get tired of listening.*
- *In unproductive groups, no particular order is followed for identifying and solving problems.*
- *In unproductive groups, decision-making is muddy and people are not committed to the groups plans.*
- *In unproductive groups, people feel frustrated and resentful because they have no demonstrable track record.*

# The Decision-Making Process

*It is helpful for any group such as neighborhood associations to choose a particular problem solving method. There are many techniques and all can be adapted or used in combination with others in order to fit your groups individual needs. Choosing a decision-making approach helps to avoid inefficiency, redundancy, and delay. However, a group that is forced to stick with a set of rigid procedures can become more concerned with the procedure than with the quality of their decisions.*

## Parliamentary Procedure Model

*One way to facilitate decision-making in a group is to use Parliamentary Procedure which is based on Roberts Rules of Order. The advantage of this method is that it provides structure and a uniform procedure for deliberations that allows everyone to speak and avoids entangling arguments.*

*Step 1. Address the chair.*

*Step 2. Be recognized by the presiding officer.*

*Step 3. State your motion.*

*Step 4. Wait for a second to your motion.*

*Step 5. Presiding officer re-states the motion and calls for discussion.*

*Step 6. A vote is taken.*

*Step 7. The presiding officer announces the result of the vote and the action to be taken.*

## Consensus Decision-Making Model

*A consensus decision allows everyone to have a say in the matter. After discussion, a compromise is reached. It may not be exactly what each person wants but, given the range of opinions, the time factor, and the personalities involved, it is a good working decision because it suits the needs of the majority as well as something for the minority.*

*Consensus decision-making involves a cooperative effort to find a sound solution acceptable to everyone rather than a competitive struggle in which an unacceptable solution is forced upon the losers. Group members need not fear being outsmarted or outmaneuvered.*

The process of arriving at consensus is a free and open exchange of ideas which continues until a decision is reached. To achieve real consensus, rather than an illusion of it, honesty and willingness to compromise is required.

## *Dealing With Difficult Members*

Every association has one. Members inwardly groan just at the thought of having to deal with them... the one who always complains about things but never offers solutions, the one who stands up at meetings and lambastes the officers and directors, or the member who speaks for the entire association without the authority to do so.

Fortunately, difficult members are few. Unfortunately, they can cause a lot of problems.

Difficult members seem to be impervious to normally successful techniques of communication and methods of persuasion. Their behavior is habitual: you can always count on them to be difficult no matter what the circumstances.

Remember, however, that every negative trait has a positive side too. These people may be difficult to deal with at times but remember always to acknowledge their time, their concern and their support.

Here are a few strategies and techniques you might find helpful.

### ***Assess the situation.***

Is this behavior typical or are there extenuating circumstances that are affecting the individual.

### ***Stop trying to change them.***

You can't. So don't even try. Although you can't change their behavior, you can change your own so focus on staying calm and rational.

### ***Put some distance between yourself and their behavior.***

Develop a detached view of the person while she or he is in the process of being difficult. Separate your feelings about the person from his or her behavior. By emotionally removing yourself from the situation, you can have a better perspective for dealing with the problem.

### ***Monitor the situation***

Make adjustments when it seems necessary. Plan your timing and prepare for confrontation. Don't wait until the situation has done more harm.

## *Conflict Management*

Among the things that determine the depth and complexity of conflict are the basic issues at stake. Four areas of disagreement are involved in conflict situations, each one more complex and more difficult to resolve.

### **LEVEL I. FACTS OR DATA**

Parties disagree because they simply have different information.

### **LEVEL II. PROCESS OR METHODS**

Parties disagree over how to achieve a goal or solve a problem.

### **LEVEL III. GOALS OR PURPOSE**

Parties disagree on the group's basic purpose or mission.

### **LEVEL IV. VALUES**

Parties disagree about what the situation means to them and the things they hold dear.

Conflict that is not managed within the group will always bring about delays, disinterest, lack of action, and even cause the breakdown of a group. Unmanaged conflict may result in withdrawal of individuals from the group or unwillingness on their part to participate in or assist with the group's programs. Often resolving conflict requires the assistance of a third party or an arbitrator.

## PROBLEM SOLVING

### **Phase One: Collect the Data**

*Know exactly what the conflict is about and analyze the behavior of the parties involved.*

### **Phase Two: Probe**

*Ask open-ended questions and listen actively to facilitate communications.*

### **Phase Three: Save Face**

*Remain objective and work toward win/win resolution so neither party feels embarrassed.*

### **Phase Four: Common Ground**

*Help the parties gain new perspectives and redefine the dimensions of the conflict.*

### **Phase Five: Reinforce**

*Give additional support to common ideas of both parties, using collected data as needed.*

### **Phase Six: Negotiate**

*Suggest partial solutions or compromises and continue to emphasize common goals.*

### NEGATIVE OUTCOMES

- People feel defeated and demeaned.
- Distance between people increases.
- A climate of distrust develops.
- Cooperation decreases.
- Resistance develops when teamwork is needed.
- People leave

### POSITIVE OUTCOMES

- Better ideas are produced.
- People are forced to search for new approaches.
- Long-standing problems are dealt with.
- People are forced to clarify their views
- Tension stimulates interest and creativity.
- People have a chance to test their capabilities.

## *Seven Types of Difficult People* *(and ways to deal with them)*

### **Type One**

These people try to bully or overwhelm you. They make cutting remarks or throw temper tantrums to get their own way – which, they are convinced, is the only way.

1. Stand up for yourself, but do not threaten.
2. Give them time to run down.
3. Get their attention, carefully, without startling them.
4. Ask them to sit down.
5. Speak about your own point of view without attacking theirs.
6. Be prepared to be friendly... they are often friendly after you stand up to them.

### **Type Two**

These people gripe incessantly but they never try to do anything about what they complain about. This is either because they feel powerless to do so or because they refuse to bear the responsibility for a solution. Use these strategies to deal with a complainer...

1. Listen attentively. It may be difficult.
2. Acknowledge what the person says by rephrasing the complaints.
3. Do not disagree with the complaints.
4. Be prepared to interrupt and take control; they love to ramble.
5. Use limiting responses that will pin the complainer down to specifics.
6. State the facts without comment or apology
7. Be prepared to repeat the strategy several times; complainers are slow learners.

### **Type Three**

These people answer every question and every plea for help with a grunt, a shrug, or at best an “I don’t know.” A longer answer you will not get. You can...

1. Ask open ended questions
2. Pause for long periods inviting them to fill the void.
3. Comment on what is happening in the discussion.
4. Recycle the conversation if necessary
5. Break the tension by helping them to say what they are thinking.
6. Set time limits on discussions.

## **PROBLEM-SOLVING**

### **Type Four**

These people are very reasonable, sincere and supportive... at least in your presence. They do not produce what they say they will produce and sometimes they may even act contrary to what they have led you to expect.

1. Make honesty non-threatening. They think you don't want to hear the truth.
2. Be personable... but only if you mean it.
3. Don't allow them to make unrealistic commitments.
4. Be prepared to compromise so that you both win.
5. Listen to their humor... they often hide the truth there.

### **Type Five**

They object to everything. They assert that whatever your propose will not possibly work. All too often their effect is to completely deflate any optimism you or anyone else might have for the project. You can...

1. Avoid getting drawn into their negativism.
2. State your own realistic viewpoints.
3. Do not agree with them where they are wrong.
4. Do not hurry to propose solutions.
5. Use their negativism constructively.

### **Type Six**

They believe – and want you to believe – that they know all there is to know about anything worth knowing. They are usually condescending, imposing and pompous. And, in all likelihood, they will make you feel like an idiot.

1. Do your homework. Know as much as you can beforehand.
2. Listen to what they say and acknowledge that you've heard them.
3. Question them firmly but don't confront them. Allow them to save face.
4. Avoid being a counter-expert.

### **Type Seven**

These people can ruin a program because they put you off until it's too late to do anything about it. They put off making a decision until someone makes it for them. They will not let go of anything until it is perfect... which it never is.

1. Bring the issues out into the open and make it easy for them to be direct.
2. Help them solve the problem.
3. Place all the alternatives in rank of importance.
4. Give them lots of support after they finally make a decision.
5. If at all possible, keep control of what you are working on.



# *Giving Public Testimony*

## **Preparation**

### *Know your time frame.*

Find out when, where and before whom the issue will appear. This will let you know how much time you have to prepare.

### *Know your issue.*

Support opinions with as many facts as possible. Do your homework but also draw on your own knowledge and experience. It's helpful to be knowledgeable of the opposition's arguments and be prepared to counter those arguments.

### *Write down main points.*

Do a rough outline from scattered thoughts, research, and any additional brainstorming. Begin to think about ways to convey this information in charts or fact sheets.

### *Know how much time is allotted.*

Generally, testimony in front of the city council is limited and is followed by a period of questioning from the council.

### *Draft your statements.*

Address the governmental body. State your name and address for the record. State if you are testifying for yourself or a group and briefly describe why you are testifying. Bring any documentation of support (ie. Petitions, surveys, letters) and state whether yours is a minority or a majority opinion.

### *Final copy.*

Keep the testimony as short as possible. State the problem, the reasons why you or your group supports or opposes, and then summarize. Let the statement sit a day or so and read it again, revising as necessary. It's also helpful to have another person read your statement beforehand.

## LOBBYING

### **Testifying**

*Be familiar with the group's process.*

Attend meetings beforehand to get an idea of the room layout and the procedures used.

*Know your audience.*

Try to stress what you have in common and respect the differences of the people you are addressing. The more you can find out about their biases and sympathies, the more chances you have to relate to them.

*Presenting yourself.*

Be aware of how you present yourself. Think about the image you want to project. Most of what we communicate is nonverbal so be aware of your body language. If possible, stand closest to the person you want to impact most.

*Check your feelings.*

Try to keep your emotions in check so they don't overshadow the content of your message and the reason for speaking.

*Maintain eye contact.*

Use notes instead of a manuscript so you can keep eye contact

# Working Effectively With Local Government

**Set your goals.**

What is most important for your association to accomplish in order to maintain livability.

**Know your issues.**

Find out who is affected, to what degree and the consequences of no action. Document your progress, dates of events, who was involved, and any correspondence. Determine which issues will need to be addressed by local government agencies and which will need to be addressed by the neighborhood itself.

**Know the structure of the government.**

This information can be found on the city's website at [www.chattanooga.gov](http://www.chattanooga.gov).

**Become acquainted with procedure.**

Visit a few public meetings and understand how they operate. Discover the guidelines and procedures they follow for decision-making.

**Keep public officials informed.**

Bring written copies of your concern to meetings with them. Follow up your meeting with letters, referencing everything that you have said and done to date. Show your appreciation as well as dissatisfaction. Keep copies of everything you do and send copies to other individuals or agencies involved.

**Work on all levels.**

Go through the chain of command by going to the person most directly responsible for your concern, then work on all levels by going to appointed and elected officials. Be sure to keep your Neighborhood Relations Coordinator involved.

**Make it clear you represent a group.**

Identify the name of your group and its purpose. Use appointed contact persons or ensure that you have the group's approval and authorization before acting.

**Follow-up**

Send a memo or letter summarizing the discussion and its outcome. Check back to see if whatever was agreed to is being done and if decisions are being made and carried out.

**Keep the neighborhood informed.**

Use your association's meetings and newsletters to keep everyone informed. Contact newspapers to let them know your concerns, write letters to the editor or issue a press release if necessary.

## *Tips For Writing Press Releases*

A press release can be the single most effective tool for informing the public about a specific issue or subject. It can also make the difference in whether an event succeeds.

A press release is a tool that organizations, groups or individuals use to notify the public regarding an issue or an event. Press releases either report on an event that has already occurred or announce coming events.

Generally, press releases are directed toward newspapers, radio and television stations that have the capability to disseminate the information to the public. Press releases can also be sent to non-media organizations such as local or regional foundations or community groups.

A successful press release provides the intended reader/receiver with as much information in as little space as possible. A press release should be no longer than a few paragraphs and should answer the questions: who, what, when, where and why.

As a rule, press releases should be sent out 48-72 hours in advance of an event and within 24 hours of an event that has already occurred. It is important to remember that delaying a release can jeopardize your chance for receiving publication. For bi-weekly or monthly periodicals, plan on submitting your press release at least a week in advance.

News organizations are more likely to use your press release if the top managers know you and are familiar with your program. If you do not already know the news director, make an appointment to introduce yourself and provide additional information about your organization and its projects.

Ask the news directors the format they prefer you to use and when press releases should be sent to them. Press releases that require little or no additional re-writing or formatting for publication are more likely to be used.

Today, the most common method for sending press releases is through fax machines and e-mails, both of which are efficient and cost effective means of communication.

Once you have sent out your press release, it's always a good idea to follow-up with a phone call to confirm that your document was received.

## *How To Write A Press Release*

- Keep it to one page, typed and double-spaced. If appropriate, add background information such as clippings, fact sheets, etc.
- Always include “For Immediate Release” at the top of the page and the name and number of a contact person for more information.
- Use a simple title that informs and piques curiosity. Use a lead sentence that will catch the reader’s attention.
- Organize the information with the most important part of the story at the beginning. This allows the editor to “cut from the bottom” without deleting important information.
- The first paragraph should include “who, what, when, why, and why” information.
- Use a journalistic style of writing. Avoid long sentences and paragraphs. Don’t abbreviate or use jargon. Be factual and attribute any editorial comments to an individual.
- Including quotes will increase reader interest as will any other “human interest” angle.
- Submit press releases as far in advance as possible. This will require you to know the deadlines of the various places you intend to send the release.
- Place a phone call first, letting the receiver know that the press release is coming, and follow-up with a phone call a few days later to see if additional information is needed.
- End your press release with three pound signs -- # # # -- to indicate the end of the article.

## *FOR IMMEDIATE RELEASE*

Anywhere Neighborhood Association  
1000 Main Street  
Chattanooga, TN 37401

January 15, 2001

### *Anywhere Neighbors Preserve Historic Building*

Members of the Anywhere Neighborhood Association are celebrating the victory won after a six-month battle to keep the abandoned Anywhere Theatre from being torn down. The theater, once a glorious movie palace, has recently been placed on the city's list of historic buildings. Neighborhood groups hope to turn the building into a community resource for arts programs for the community's youth.

Neighbors and interested citizens are invited to an open house to discuss the future of the Anywhere Theatre to be held on Saturday, February 12, 2001 in the Theatre Foyer, 2233 Anywhere Street.

# # #

Contact: Joe Smith    555-5555 (days)  
                                 555-5551 (evenings)

## *Crafting Public Service Announcements*

- At the top of the page, type: PUBLIC SERVICE ANNOUNCEMENT. The entire PSA should be in capital letters, typed and double-spaced.
- List a start date and kill date. List the length of the PSA in the upper right-hand of the page. PSA's run the same length as commercials: 10, 20, 30 and 60 seconds; 20 and 30 second PSAs are the most commonly aired. A 20-second PSA is about 50 words; a 30-second PSA is about 75 words.
- Include minimum information such as what, when, and where the event is. Clarity is important since most radio stations will not rewrite your PSA.
- Include a longer press release with your PSA to provide additional information.

### **SAMPLE**

#### **PUBLIC SERVICE ANNOUNCEMENT**

Contact: Joe Smith, 555-5555

Start Date: February 1, 2001

Kill Date: February 12, 2001

Time: 30 seconds

A GREAT TIME IS GUARANTEED FOR THE ENTIRE FAMILY AT THE ANYWHERE NEIGHBORHOOD ASSOCIATION'S SECOND ANNUAL AUCTION TO BE HELD SATURDAY, FEBRUARY 12<sup>TH</sup> AT 6:30 P.M. AT THE HISTORIC MISSION MILL. ITEMS FROM LUNCH WITH THE GOVERNOR TO RAFT ADVENTURES DOWN THE ROGUE RIVER WILL GO ON THE AUCTION BLOCK. ADMISSION IS FREE AND FOOD AND DRINK WILL BE PROVIDED. FUNDS RAISED WILL BE USED TO ASSIST THE ANYWHERE NEIGHBORHOOD ASSOCIATION'S EFFORTS TO BUILD A COMMUNITY PARK. THAT'S THE ANYWHERE ANNUAL AUCTION, SATURDAY, FEBRUARY 12<sup>TH</sup> AT THE MISSION MILL.

## *Tips For Using Mass Media*

Promoting your Neighborhood Association's meetings, events and other happenings is not difficult and can greatly increase community awareness of the organization. There are several questions that Neighborhood Associations should answer in order to develop an organized approach to using mass media as a tool for communication.

- *Who are you trying to reach?*

Define your target audience. Are you casting to a specific group or broadcasting for the largest possible audience?

- *What are you trying to convey?*

What are your goals? What is your desired outcome when people see or hear the promotion? Do you want them to be entertained, educated, or to take action?

- *When do you want the information to reach your audience?*

Researching deadlines for PSA announcements, press releases, and calendars is critical to successful promotion.

- *Where do you want the information to appear?*

What media is the most effective in reaching your target audience? Daily or weekly newspapers, college newspapers, bulletins, radio stations, cable tv, special events, public forms, posters, etc.

- *Why should the media be interested in publishing information about your program?*

What makes your event newsworthy? If you cannot answer this question quickly and succinctly, then you need to do more homework before sending out press releases to traditional media sources.



# *Creating Promotional Materials*

## **BROCHURES**

If you need to offer in-depth information about your business, product, or service to an interested prospect, brochures offer an effective means of conveying all the necessary details. In fact, comprehensive explanation of any kind is best done through a brochure. A brochure may provide a general overview of your entire business, or it may focus on one particular product. If your business changes seasonally, a brochure can offer a calendar-overview of the different services you provide. Because of their detailed content, brochures are generally given to customers who have already expressed an interest in the subject of the brochure.

Even if you plan on meeting with your customer to go over everything in person, a brochure can both prepare and, later, remind your customer of all the points that came up during conversation. A car dealer, for example, could hand out a brochure that explains the differences between different makes and models. A banker might want to create a brochure that outlines the various checking and savings accounts that customers can choose from.

Brochures can be produced and distributed in various ways, suitable for every budget. You can distribute them in any way that makes sense for your overall marketing objective: Mail them as part of a direct mail campaign, include them with product deliveries, hand them out at trade shows, place them in help-yourself racks, or deliver them door-to-door.

## **Marketing Objectives**

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To determine whether a brochure is the right medium for you, begin by identifying your objective. What kind of information do you want this brochure to cover? Do you want to describe your different product lines to new customers? Do you want to tell your existing clients about an upgrade in your services? What type of action do you want the reader to take when she gets your brochure? Knowing your objectives will help you determine what the actual text of your message will be, whether you write the brochure yourself or hire a professional to do it.

Your objectives will also help decide which portion of your target market should receive your brochure. For example, a brochure that introduces your business to prospective future clients wouldn't be appropriate for established clients who have already proven their interest in your services. Depending on your objectives, you may need more than one brochure.

## Crafting Your Message

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Once you know your objective, the next step is to work on the brochure's content. What kind of impression do you want to make? Casual? Sophisticated? Value-oriented? How much information are you going to provide? Use your own experience as a consumer. Which brochures have you found most informative? What works on you as a customer? What do you like or dislike?

Keep in mind that the content should be interesting as well as informative. Although your brochure can consist entirely of text, you should try to use visual graphics. If you must use text only, try to vary the font types and size so that the reader is offered visual relief.

When deciding on your visual content, begin with your company logo or trademark and work from there. Images should add an additional level of explanation, one that can't be done through words alone. Craftspeople whose specialty is handcrafted furniture should include pictures of their work in their brochure. A dog groomer might want to include pictures of freshly washed and clipped pets. These images will say more about these businesses than words alone ever could. But remember, if you include images, make sure they are of high professional quality. Bad pictures that are out of focus or poorly reproduced won't interest anyone in your product.

If you don't feel comfortable writing your own brochure, then you may want to ask a friend who's a good writer to do the job for you. Or, if your budget permits, hire a professional. If you write your own copy, *always* ask someone else to look over what you've written for any spelling mistakes, typos, or factual errors. The worksheet provided here will be useful in sorting out your thoughts on content, regardless of who does the writing.

## Form

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The following guidelines offer suggestions on how content should be arranged in a standard brochure created from an 8½-by-11 sheet of paper (letter-size) that has been folded into thirds. Six panels result: The facing panel or right flap, which opens from the right; the left flap, which opens from the left and reveals the three inner panels, inner left, inner middle, and inner right. The back panel is typically seen last; this panel can also function as the address and stamp page if the brochure will be used as a mailer.

Other single-page options include using legal-size stock (8½ by 14) that has been folded in half twice, resulting in eight panels total. Booklet brochures are made from pages of any size that have been folded or glued into book form; in booklets, the front cover becomes the equivalent of a facing panel (right flap).

## Content

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Whether you decide to use 8½-by-11 or 8½-by-14 paper, each panel (or page, or flap) has a specific job to do with respect to content.

### 1. Facing Panel (Right Flap, Front Cover)

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This panel, or page, should immediately indicate the subject matter of the brochure with an explanatory heading. The name of your business, along with the company logo or trademark, should be prominent in this space. If you are providing a general overview of your entire business, then your business name and logo can also act as the explanatory heading. Also include any pertinent information regarding contact persons, phone numbers, and so forth. Remember basic information like this can be repeated on other panels. Saying something once doesn't mean you can't say it again; in marketing, repetition can positively reinforce your message.

If you are planning a series of brochures, each on different aspects of your business, make sure that all the facing panels for each edition look similar, even if the explanatory headings are different. Put your business logo and trademark at the top or bottom of every brochure to maintain consistency.

For example, Anderson Homeworks, a general contractor that specializes in kitchens and bathrooms, swimming pools and hot tubs, and porches and decks, may want to create brochures that provide detailed information about each of these service areas. For the brochure on kitchens and bathrooms, the explanatory heading might be "Anderson Homeworks Can Build Your Dream Kitchen and Bathroom."

### 2. Left Flap

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There are two ways to use this panel: It can stand, self-contained, on its own, or its content can flow into the back panel. Although this is technically the second page that is seen, most readers will immediately turn to the left inner panel to start reading. The left flap is a good place to put information that will enable your prospects to act: business address, store hours, telephone number, prices, or a brief overview of your services. Another option is to use this flap to entice the reader to get to the inner panels, where the bulk of your detailed information should be located.

### 3. Inner Panels (Pages)

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The meat and potatoes of your brochure will start on the left inner panel. You can organize the information in any way: Each panel can have its own subject and stand self-contained, or panels can flow into each other. Or, the entire page can be used. Using an earlier example, if Anderson Homeworks wanted to create a brochure that offered an overview of its contracting specialties, it might choose to dedicate the inner left panel to bathrooms and kitchens, the inner middle to swimming pools and hot tubs, and the inner right to porches and decks. Perhaps the contact information for Anderson Homeworks consultants could be placed on the left flap, and the back panel could be used to display additional images of Anderson Homeworks projects.

Alternatively, all three inner panels could be used to display a chart that neatly organizes every type of service or product that Anderson Homeworks offers. Another way to use this space is to print a calendar or price list, or to provide the answers to all the commonly asked questions that a customer of Anderson Homeworks typically asks.

### 4. Back Panel

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This panel can be used to continue information from the left flap, or it can stand on its own. If you plan on using your brochure as a mailer, use this panel as the stamp and address page. Regardless of how you use the back panel, always reiterate your company name and basic contact information somewhere in this space, whether at the top or at the bottom. If you use this panel for addresses, put your company name and address in the return address area.

## Copy and Graphics

If you don't feel comfortable writing copy and don't know anyone who will write or edit your content for free, you may want to hire a professional writer or editor. Does your brochure need to be spruced up with an image? If your company logo or trademark doesn't do the job, you may want to enlist the services of a graphic artist. Ask for references, work samples, and comparison shop. Costs for these types of creative services can vary. If time permits, collect brochures that you like from other businesses, to show as examples of what you want for your own brochure. The decision to reproduce on colored paper or to use full color printing will add a major expense, but also consider that studies have shown that color increases retention by 57 percent. And customers are 41 percent more likely to purchase your products or services if color is used.

## **Production Costs**

You know what you want your brochure to do and say. Now you want to produce one that will do the job in the best way possible, at an affordable cost, and that will get distributed in a timely fashion. The following list will help you figure out your expenses.

### **Paper and Printing**

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Paper and printing costs can vary widely, depending on the type of paper you use and the type of printing method you use. Do you want color, card, or glossy stock? Recycled paper? Do-it-yourself photocopying is one of the cheapest ways to reproduce a single-page brochure, but will the results convey the right image? More expensive options include offset printing or engraving by a professional print shop. Call around and do some comparison shopping before you commit to anything. Remember to ask for bulk rates; often, the cost of both paper and printing goes down substantially after the first hundred sheets. If your brochure needs to be machine folded, stapled, glued, cut to a particular size, or stuffed into an envelope, count on additional expenses.

### **Distribution Costs**

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If you plan on mailing these brochures, keep in mind the added cost of envelopes and first-class postage. Don't forget to weigh both the brochure and its envelope. Nonprofit enterprises may be eligible for special rates. One way to cut costs is to turn the brochure into its own mailer. Reserve one panel on your single-sheet brochure for the mailing address and stamp. Another cost to consider is whether you're buying someone else's mailing list or using your own. Keep in mind that over 20 percent of the population has recently moved, which means that any mailing list you use will need updating.

If you plan to hand out your brochures at a trade show or walk them door-to-door, will you need to hire someone to help you? If you want customers to help themselves from a self-serve stand, take into account the cost of the stand and make sure it shows off your brochure to its best advantage.

### **Production Time Frame**

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Built into each of the cost considerations discussed above is also a time consideration. Whenever other people become involved in a project, you have to take into account their schedules, workload, turnaround times, and reliability. Even if you do everything yourself, you must organize the process so that your brochure gets distributed in a timely fashion.

Begin by establishing a deadline. This deadline will be the day you want your customer to have your brochure in hand. Work backward from that deadline. How

## **MARKETING**

much time do you need for distribution? Take into account mail delivery time, during the regular season and during peak holidays. How long will it take to prep the brochure for distribution? Take into account envelope stuffing time. How long will it take to print the brochure and to order the paper you want? How much time do you need to write the copy and design the brochure? Another consideration: Have you built in a safety cushion? If you discover a mistake on your brochure, will you have enough time to correct and reprint it?

Many businesses use the same brochure year after year. This is a thrifty and useful practice as long as the brochure stays current. If prices are included, make sure you list the most current ones. If photos are used, make sure they don't look dated after a few print runs. Always keep the information up to date. Nothing undermines credibility more than printed information that is wrong. Plan ahead and don't rush; proofread and double-check all the details.

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### Tracking Your Response Rates

In a direct mail campaign, a 3 to 5 percent response is considered good. So be sure to keep track of the response rate to your brochures. Strong results may mean that a brochure is an effective marketing tool for you. Weak results can mean that your brochure isn't providing the necessary information or that you haven't distributed it properly. If you're a gardener and you distribute your brochure in the winter, chances are you're not going to have much of a response rate.

## *Financial Management for Associations*

Over the course of time, every neighborhood association accumulates money for one reason or another. The association needs a management system in place for dealing with these funds. What kind of bank account should be opened and how do you go about opening an account for your organization?

- |  |  |
|--|--|
| <b>Step One:</b><br>Obtain a Tax Identification Number | A tax identification number is a federal tax number that is filed with the Internal Revenue Service. The number enables the bank to report the earnings of the association's account to the IRS for tax filing purposes. You can get an ID number from the IRS.  |
| <b>Step Two:</b><br>Obtain Information on Fees         | Research the fees and charges assessed at different banks and credit unions. Banks may waive service fees to organizations that provide a public service. The decision to waive the charge is at the discretion of the individual bank. If you are a non-profit organization and are eligible for a non-profit account, there may be no charge for the services, however, you must take the type of account offered by the bank.   |
| <b>Step Three:</b><br>Obtain Important Documentation   | If you are a nonprofit organization, you must bring a copy of the Articles of Incorporation stamped "filed" by the corporation commission. If you are not a corporation, bring a copy of your bylaws or minutes of your first meeting. You must also state the names and titles of people who are authorized to conduct business for the organization. Personal identification, such as a driver's license, credit cards or passport, is required to open any type of account. |
| <b>Step Four:</b><br>Obtain Signature Cards            | Signature cards must be signed by the secretary of your neighborhood association along with anyone else who is authorized to sign on the account. You will need a director's signature or an officer of the corporation designated as director.  |
| <b>Step Five:</b><br>Obtain and Adopt Resolutions      | The bank will provide a card with wording for a resolution authorizing the bank account. The resolution must be adopted by the board of the organization. If you pay for an account, you can choose any account you like.  |





[illegible]

## ARTICLES OF INCORPORATION

**ONE:** The name of this corporation is Neighborhood Services\_\_\_\_\_

**TWO:** The purpose of this corporation is to engage in any lawful act or activity for which a corporation may be organized under the General Corporation Law of [state] other than the banking business, the trust company business, or the practice of a profession permitted to be incorporated by the [state] Corporation Code.

**THREE:** The name and address in this state of the corporation's initial agent for the service of process is:

**FOUR:** This corporation is authorized to issue only one class of shares of stock which shall be designated common stock. The total number of shares it is authorized to issue is [number of shares] shares.

**FIVE:** The names and addresses of the persons who are appointed to act as the initial directors of this corporation are:

Name

Address

_____	_____
_____	_____
_____	_____
_____	_____

**SIX:** The liability of the directors of the corporation for monetary damages shall be eliminated to the fullest extent permissible under [state] law.

**SEVEN:** The corporation is authorized to indemnify the directors and officers of the corporation to the fullest extent permissible under [state] law.

IN WITNESS WHEREOF, the undersigned, being all the persons named above as the initial directors, have executed these Articles of Incorporation.

Dated: \_\_\_\_\_

_____
_____
_____
_____

The undersigned, being all the persons named above as the initial directors, declare that they are the persons who executed the foregoing Articles of Incorporation, in which execution is their act and deed.

Dated: \_\_\_\_\_

_____
_____
_____
_____

BYLAWS OF

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ARTICLE 1. OFFICES

SECTION 1. PRINCIPAL OFFICE

The principal office of the corporation is located in \_\_\_\_\_  
County, State of \_\_\_\_\_.

SECTION 2. CHANGE OF ADDRESS

The designation of the county or state of the corporation's principal office may be changed by amendment of these Bylaws. The Board of Directors may change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed, nor require, an amendment of these Bylaws:

\_\_\_\_\_ Dated: \_\_\_\_\_, 20\_\_

\_\_\_\_\_ Dated: \_\_\_\_\_, 20\_\_

\_\_\_\_\_ Dated: \_\_\_\_\_, 20\_\_

SECTION 3. OTHER OFFICES

The corporation may also have offices at such other places, within or without its state of incorporation, where it is qualified to do business, as its business and activities may require, and as the board of directors may, from time to time, designate.

ARTICLE 2. NONPROFIT PURPOSES

SECTION 1. IRC SECTION 501(c)(3) PURPOSES

This corporation is organized exclusively for one or more of the purposes as specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code.

Section 2. SPECIFIC OBJECTIVES AND PURPOSES

The specific objectives and purposes of this corporation shall be:  
\_\_\_\_\_.

## FORMS & FORMATS

### ARTICLE 3. DIRECTORS

#### SECTION 1. NUMBER

The corporation shall have \_\_\_\_\_ directors and collectively they shall be known as the Board of Directors.

#### SECTION 2. QUALIFICATIONS

Directors shall be of the age of majority in this state. Other qualifications for directors of this corporation shall be as follows: \_\_\_\_\_.

#### SECTION 3. POWERS

Subject to the provisions of the laws of this state and any limitations in the Articles of Incorporation and these Bylaws relating to action required or permitted to be taken or approved by the members, if any, of this corporation, the activities and affairs of this corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Directors.

#### SECTION 4. DUTIES

It shall be the duty of the directors to:

- (a) Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation, or by these Bylaws;
- (b) Appoint and remove, employ and discharge, and, except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all officers, agents and employees of the corporation;
- (c) Supervise all officers, agents and employees of the corporation to assure that their duties are performed properly;
- (d) Meet at such times and places as required by these Bylaws;
- (e) Register their addresses with the Secretary of the corporation, and notices of meetings mailed or telegraphed to them at such addresses shall be valid notices thereof.

#### SECTION 5. TERM OF OFFICE

Each director shall hold office for a period of \_\_\_\_\_ and until his or her successor is elected and qualifies.

#### SECTION 6. COMPENSATION

Directors shall serve without compensation except that a reasonable fee may be paid to directors for attending regular and special meetings of the board. In addition, they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their duties.

#### SECTION 7. PLACE OF MEETINGS

Meetings shall be held at the principal office of the corporation unless otherwise provided by the board or at such other place as may be designated from time to time by resolution of the Board of Directors.

#### SECTION 8. REGULAR MEETINGS

Regular meetings of Directors shall be held on \_\_\_\_\_ at \_\_\_\_\_  
\_M, unless such day falls on a legal holiday, in which event the regular meeting shall be held at the same hour and place on the next business day.

If this corporation makes no provision for members, then, at the regular meeting of directors held on \_\_\_\_\_, directors shall be elected by the Board of Directors. Voting for the election of directors shall be by written ballot. Each director shall cast one vote per candidate, and may vote for as many candidates as the number of candidates to be elected to the board. The candidates receiving the highest number of votes up to the number of directors to be elected shall be elected to serve on the board.

#### SECTION 9. SPECIAL MEETINGS

Special meetings of the Board of Directors may be called by the Chairperson of the Board, the President, the Vice-President, the Secretary, by any two directors, or, if different, by the persons specifically authorized under the laws of this state to call special meetings of the board. Such meetings shall be held at the principal office of the corporation or, if different, at the place designated by the person or persons calling the special meeting.

#### SECTION 10. NOTICE OF MEETINGS

Unless otherwise provided by the Articles of Incorporation, these Bylaws, or provisions of law, the following provisions shall govern the giving of notice for meetings of the board of directors:

(a) Regular Meetings. No notice need be given of any regular meeting of the board of directors.

(b) Special Meetings. At least one week prior notice shall be given by the Secretary of the corporation to each director of each special meeting of the board. Such notice may be oral or written, may be given personally, by first class mail, by telephone, or by facsimile machine, and shall state the place, date and time of the meeting and the matters

## FORMS & FORMATS

proposed to be acted upon at the meeting. In the case of facsimile notification, the director to be contacted shall acknowledge personal receipt of the facsimile notice by a return message or telephone call within twenty four hours of the first facsimile transmission.

(c) Waiver of Notice. Whenever any notice of a meeting is required to be given to any director of this corporation under provisions of the Articles of Incorporation, these Bylaws, or the law of this state, a waiver of notice in writing signed by the director, whether before or after the time of the meeting, shall be equivalent to the giving of such notice.

### SECTION 11. QUORUM FOR MEETINGS

A quorum shall consist of \_\_\_\_\_ of the members of the Board of Directors.

Except as otherwise provided under the Articles of Incorporation, these Bylaws, or provisions of law, no business shall be considered by the board at any meeting at which the required quorum is not present, and the only motion which the Chair shall entertain at such meeting is a motion to adjourn.

### SECTION 12. MAJORITY ACTION AS BOARD ACTION

Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present is the act of the Board of Directors, unless the Articles of Incorporation, these Bylaws, or provisions of law require a greater percentage or different voting rules for approval of a matter by the board.

### SECTION 13. CONDUCT OF MEETINGS

Meetings of the Board of Directors shall be presided over by the Chairperson of the Board, or, if no such person has been so designated or, in his or her absence, the President of the corporation or, in his or her absence, by the Vice President of the corporation or, in the absence of each of these persons, by a Chairperson chosen by a majority of the directors present at the meeting. The Secretary of the corporation shall act as secretary of all meetings of the board, provided that, in his or her absence, the presiding officer shall appoint another person to act as Secretary of the Meeting.

Meetings shall be governed by \_\_\_\_\_, insofar as such rules are not inconsistent with or in conflict with the Articles of Incorporation, these Bylaws, or with provisions of law.

### SECTION 14. VACANCIES

Vacancies on the Board of Directors shall exist (1) on the death, resignation or removal of any director, and (2) whenever the number of authorized directors is increased.

Any director may resign effective upon giving written notice to the Chairperson of the Board, the President, the Secretary, or the Board of Directors, unless the notice specifies a later time for the effectiveness of such resignation. No director may resign if the corporation would then be left without a duly elected director or directors in charge of its affairs, except upon notice to the Office of the Attorney General or other appropriate agency of this state.

Directors may be removed from office, with or without cause, as permitted by and in accordance with the laws of this state.

Unless otherwise prohibited by the Articles of Incorporation, these Bylaws or provisions of law, vacancies on the board may be filled by approval of the board of directors. If the number of directors then in office is less than a quorum, a vacancy on the board may be filled by approval of a majority of the directors then in office or by a sole remaining director. A person elected to fill a vacancy on the board shall hold office until the next election of the Board of Directors or until his or her death, resignation or removal from office.

#### SECTION 15. NONLIABILITY OF DIRECTORS

The directors shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

#### SECTION 16. INDEMNIFICATION BY CORPORATION OF DIRECTORS AND OFFICERS

The directors and officers of the corporation shall be indemnified by the corporation to the fullest extent permissible under the laws of this state.

#### SECTION 17. INSURANCE FOR CORPORATE AGENTS

Except as may be otherwise provided under provisions of law, the Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation (including a director, officer, employee or other agent of the corporation) against liabilities asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the Articles of Incorporation, these Bylaws or provisions of law.

### ARTICLE 4. OFFICERS

#### SECTION 1. DESIGNATION OF OFFICERS

The officers of the corporation shall be a President, a Vice President, a Secretary, and a Treasurer. The corporation may also have a Chairperson of the Board, one or more Vice Presidents, Assistant Secretaries, Assistant Treasurers, and other such officers with such titles as may be determined from time to time by the Board of Directors.

## FORMS & FORMATS

### SECTION 2. QUALIFICATIONS

Any person may serve as officer of this corporation.

### SECTION 3. ELECTION AND TERM OF OFFICE

Officers shall be elected by the Board of Directors, at any time, and each officer shall hold office until he or she resigns or is removed or is otherwise disqualified to serve, or until his or her successor shall be elected and qualified, whichever occurs first.

### SECTION 4. REMOVAL AND RESIGNATION

Any officer may be removed, either with or without cause, by the Board of Directors, at any time. Any officer may resign at any time by giving written notice to the Board of Directors or to the President or Secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The above provisions of this Section shall be superseded by any conflicting terms of a contract which has been approved or ratified by the Board of Directors relating to the employment of any officer of the corporation.

### SECTION 5. VACANCIES

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the Board of Directors. In the event of a vacancy in any office other than that of President, such vacancy may be filled temporarily by appointment by the President until such time as the Board shall fill the vacancy. Vacancies occurring in offices of officers appointed at the discretion of the board may or may not be filled as the board shall determine.

### SECTION 6. DUTIES OF PRESIDENT

The President shall be the chief executive officer of the corporation and shall, subject to the control of the Board of Directors, supervise and control the affairs of the corporation and the activities of the officers. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the Articles of Incorporation, or by these Bylaws, or which may be prescribed from time to time by the Board of Directors. Unless another person is specifically appointed as Chairperson of the Board of Directors, the President shall preside at all meetings of the Board of Directors and, if this corporation has members, at all meetings of the members. Except as otherwise expressly provided by law, by the Articles of Incorporation, or by these Bylaws, he or she shall, in the name of the corporation, execute such deeds, mortgages, bonds, contracts, checks, or other instruments which may from time to time be authorized by the Board of Directors.



#### SECTION 7. DUTIES OF VICE PRESIDENT

In the absence of the President, or in the event of his or her inability or refusal to act, the Vice President shall perform all the duties of the President, and when so acting shall have all the powers of, and be subject to all the restrictions on, the President. The Vice President shall have other powers and perform such other duties as may be prescribed by law, by the Articles of Incorporation, or by these Bylaws, or as may be prescribed by the Board of Directors.

#### SECTION 8. DUTIES OF SECRETARY

The Secretary shall:

Certify and keep at the principal office of the corporation the original, or a copy, of these Bylaws as amended or otherwise altered to date.

Keep at the principal office of the corporation or at such other place as the board may determine, a book of minutes of all meetings of the directors, and, if applicable, meetings of committees of directors and of members, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof.

See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

Be custodian of the records and of the seal of the corporation and affix the seal, as authorized by law or the provisions of these Bylaws, to duly executed documents of the corporation.

Keep at the principal office of the corporation a membership book containing the name and address of each and any members, and, in the case where any membership has been terminated, he or she shall record such fact in the membership book together with the date on which such membership ceased.

Exhibit at all reasonable times to any director of the corporation, or to his or her agent or attorney, on request therefor, the Bylaws, the membership book, and the minutes of the proceedings of the directors of the corporation.

In general, perform all duties incident to the office of Secretary and such other duties as may be required by law, by the Articles of Incorporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

## FORMS & FORMATS

### SECTION 9. DUTIES OF TREASURER

The Treasurer shall:

Have charge and custody of, and be responsible for, all funds and securities of the corporation, and deposit all such funds in the name of the corporation in such banks, trust companies, or other depositories as shall be selected by the Board of Directors.

Receive, and give receipt for, monies due and payable to the corporation from any source whatsoever.

Disburse, or cause to be disbursed, the funds of the corporation as may be directed by the Board of Directors, taking proper vouchers for such disbursements.

Keep and maintain adequate and correct accounts of the corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses.

Exhibit at all reasonable times the books of account and financial records to any director of the corporation, or to his or her agent or attorney, on request therefor.

Render to the President and directors, whenever requested, an account of any or all of his or her transactions as Treasurer and of the financial condition of the corporation.

Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required reports.

In general, perform all duties incident to the office of Treasurer and such other duties as may be required by law, by the Articles of Incorporation of the corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

### SECTION 10. COMPENSATION

The salaries of the officers, if any, shall be fixed from time to time by resolution of the Board of Directors. In all cases, any salaries received by officers of this corporation shall be reasonable and given in return for services actually rendered to or for the corporation.

## ARTICLE 5. COMMITTEES

### SECTION 1. EXECUTIVE COMMITTEE

The Board of Directors may, by a majority vote of its members, designate an Executive Committee consisting of \_\_\_\_\_ board members and may delegate to such committee the powers and authority of the board in the management of the business and affairs of the corporation, to the extent permitted, and except as may otherwise be provided, by provisions of law.

By a majority vote of its members, the board may at any time revoke or modify any or all of the Executive Committee authority so delegated, increase or decrease but not below two (2) the number of the members of the Executive Committee, and fill vacancies on the Executive Committee from the members of the board. The Executive Committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the board from time to time as the board may require.

## SECTION 2. OTHER COMMITTEES

The corporation shall have such other committees as may from time to time be designated by resolution of the Board of Directors. These committees may consist of persons who are not also members of the board and shall act in an advisory capacity to the board.

## SECTION 3. MEETINGS AND ACTION OF COMMITTEES

Meetings and action of committees shall be governed by, noticed, held and taken in accordance with the provisions of these Bylaws concerning meetings of the Board of Directors, with such changes in the context of such Bylaw provisions as are necessary to substitute the committee and its members for the Board of Directors and its members, except that the time for regular and special meetings of committees may be fixed by resolution of the Board of Directors or by the committee. The Board of Directors may also adopt rules and regulations pertaining to the conduct of meetings of committees to the extent that such rules and regulations are not inconsistent with the provisions of these Bylaws.

## ARTICLE 6. EXECUTION OF INSTRUMENTS, DEPOSITS AND FUNDS

### SECTION 1. EXECUTION OF INSTRUMENTS

The Board of Directors, except as otherwise provided in these Bylaws, may by resolution authorize any officer or agent of the corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent, or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

### SECTION 2. CHECKS AND NOTES

Except as otherwise specifically determined by resolution of the Board of Directors, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of the corporation shall be signed by the Treasurer and countersigned by the President of the corporation.

## FORMS & FORMATS

### SECTION 3. DEPOSITS

All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

### SECTION 4. GIFTS

The Board of Directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the nonprofit purposes of this corporation.

## ARTICLE 7. CORPORATE RECORDS, REPORTS AND SEAL

### SECTION 1. MAINTENANCE OF CORPORATE RECORDS

The corporation shall keep at its principal office:

(a) Minutes of all meetings of directors, committees of the board and, if this corporation has members, of all meetings of members, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;

(b) Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains and losses;

(c) A record of its members, if any, indicating their names and addresses and, if applicable, the class of membership held by each member and the termination date of any membership;

(d) A copy of the corporation's Articles of Incorporation and Bylaws as amended to date, which shall be open to inspection by the members, if any, of the corporation at all reasonable times during office hours.

### SECTION 2. CORPORATE SEAL

The Board of Directors may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the principal office of the corporation. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

### SECTION 3. DIRECTORS' INSPECTION RIGHTS

Every director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the corporation and shall have such other rights to inspect the books, records and properties of this corporation as may be required under the Articles of Incorporation, other provisions of these Bylaws, and provisions of law.

#### SECTION 4. MEMBERS' INSPECTION RIGHTS

If this corporation has any members, then each and every member shall have the following inspection rights, for a purpose reasonably related to such person's interest as a member:

(a) To inspect and copy the record of all members' names, addresses and voting rights, at reasonable times, upon written demand on the Secretary of the corporation, which demand shall state the purpose for which the inspection rights are requested.

(b) To obtain from the Secretary of the corporation, upon written demand on, and payment of a reasonable charge to, the Secretary of the corporation, a list of the names, addresses and voting rights of those members entitled to vote for the election of directors as of the most recent record date for which the list has been compiled or as of the date specified by the member subsequent to the date of demand. The demand shall state the purpose for which the list is requested. The membership list shall be made within a reasonable time after the demand is received by the Secretary of the corporation or after the date specified therein as of which the list is to be compiled.

(c) To inspect at any reasonable time the books, records, or minutes of proceedings of the members or of the board or committees of the board, upon written demand on the Secretary of the corporation by the member, for a purpose reasonably related to such person's interests as a member.

Members shall have such other rights to inspect the books, records and properties of this corporation as may be required under the Articles of Incorporation, other provisions of these Bylaws, and provisions of law.

#### SECTION 5. RIGHT TO COPY AND MAKE EXTRACTS

Any inspection under the provisions of this Article may be made in person or by agent or attorney and the right to inspection shall include the right to copy and make extracts.

#### SECTION 6. PERIODIC REPORT

The board shall cause any annual or periodic report required under law to be prepared and delivered to an office of this state or to the members, if any, of this corporation, to be so prepared and delivered within the time limits set by law.

#### ARTICLE 8. IRC 501(c)(3) TAX EXEMPTION PROVISIONS

##### SECTION 1. LIMITATIONS ON ACTIVITIES

No substantial part of the activities of this corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation [except as otherwise provided by Section 501(h) of the Internal Revenue Code], and this corporation shall not participate in,

## FORMS & FORMATS

or intervene in (including the publishing or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office.

Notwithstanding any other provisions of these Bylaws, this corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.

### SECTION 2. PROHIBITION AGAINST PRIVATE INUREMENT

No part of the net earnings of this corporation shall inure to the benefit of, or be distributable to, its members, directors or trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of this corporation.

### SECTION 3. DISTRIBUTION OF ASSETS

Upon the dissolution of this corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed for one or more exempt purposes within the meaning of Section 510(c)(3) of the Internal Revenue Code or shall be distributed to the federal government, or to a state or local government, for a public purpose. Such distribution shall be made in accordance with all applicable provisions of the laws of this state.

### SECTION 4. PRIVATE FOUNDATION REQUIREMENTS AND RESTRICTIONS

In any taxable year in which this corporation is a private foundation as described in Section 509(a) of the Internal Revenue Code, the corporation 1) shall distribute its income for said period at such time and manner as not to subject it to tax under Section 4942 of the Internal Revenue Code; 2) shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code; 3) shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code; 4) shall not make any investments in such manner as to subject the corporation to tax under Section 4944 of the Internal Revenue Code; and 5) shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

## ARTICLE 9. AMENDMENT OF BYLAWS

### SECTION 1. AMENDMENT

Subject to the power of the members, if any, of this corporation to adopt, amend or repeal the Bylaws of this corporation and except as may otherwise be specified under provisions of law, these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted by approval of the Board of Directors.

ARTICLE 10. CONSTRUCTION AND TERMS

If there is any conflict between the provisions of these Bylaws and the Articles of Incorporation of this corporation, the provisions of the Articles of Incorporation shall govern.

Should any of the provisions or portions of these Bylaws be held unenforceable or invalid for any reason, the remaining provisions and portions of these Bylaws shall be unaffected by such holding.

All references in these Bylaws to the Articles of Incorporation shall be to the Articles of Incorporation, Articles of Organization, Certificate of Incorporation, Organizational Charter, Corporate Charter, or other founding document of this corporation filed with an office of this state and used to establish the legal existence of this corporation.

All references in these Bylaws to a section or sections of the Internal Revenue Code shall be to such sections of the Internal Revenue Code of 1986 as amended from time to time, or to corresponding provisions of any future federal tax code.

ADOPTION OF BYLAWS

We, the undersigned, are all of the initial directors or incorporators of this corporation, and we consent to, and hereby do, adopt the foregoing Bylaws, consisting of \_\_\_\_\_ preceding pages, as the Bylaws of this corporation.

Dated: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

[If you have chosen to adopt a membership structure for your corporation, you must attach Membership Bylaw Provisions (MEMBER.RTF) before the "ADOPTION OF BYLAWS" clause at the end of this document. If you have decided to form a nonmembership corporation (as most nonprofits will), you should not include Membership Bylaw Provisions in your bylaws.]

## FORMS & FORMATS

### - SAMPLE -

#### Milltown Neighborhood Organization Meeting Highlights – July 8, 1995

##### REPORTS

- Treasurer:* We added \$35 to our account, bringing our total to \$324.23. No expenses were recorded.
- Membership:* Tim Lewis announced that 21 welcome wagon packets were delivered the previous month to new residents.
- Business:* The Encanto Village Planning Committee has established an alliance between residents and businesses in our area. A major grocery store chain will be locating in the old Milltown Mall and the developer has expressed an interest in working with the neighborhood to address our concerns.
- Housing:* Lisa announced that the Housing Committee assisted three elderly homeowners clean up their yards over the weekend. Another three homes will be done in August. Please see Lisa if you can help.
- Block Watch:* All has been quiet this summer. Regular meetings are held every third Monday of the month.

##### GUESTS

**John Givens of the Transportation Department** gave an overview of the process for getting historic streetlights. He also informed us that the cost for each would be \$550. At this time, it was voted to table the issue until funding could be acquired.

**Tony Angler of the Traffic Division** gave a presentation on cut-through traffic and the top options we had to combat it. Most members expressed a dislike for speed bumps. Placing no left turn signs and limiting through traffic seemed to be the favored methods of dealing with the problem.

##### OLD BUSINESS

An arrest was made for illegal dumping in the alley. The police could not provide any details, only to say that there has been a marked decrease in dumping since the arrest. The police cited an alert Block Watch member for making the call that led to the arrest.

##### NEW BUSINESS

National Night Out is on August 1, 1995. Everyone is invited to come to the park at 7:00 for free hotdogs and meet your neighbors. The Urban Forestry Office has supplied us with 50 trees and a planting weekend has been set for the 11<sup>th</sup>. Please volunteer to help plant these trees.



**- SAMPLE -**

Milltown Neighborhood Organization  
General Meeting Agenda  
July 8, 1995  
7:00 p.m. – 8:00 p.m.

1. Introductions
2. Office Reports
  - a. Treasurer
  - b. Membership
  - c. Business Liaison
  - d. Housing/Maintenance
  - e. Block Watch Captains
3. Guests
  - a. John Givens, Street Transportation Department
  - b. Tony Angler, Traffic Division
4. Old Business
  - a. Illegal dumping update
  - b. Proposition 301 Block Watch grants
  - c. Daytime burglaries
5. New Business
  - a. National Night Out Events
  - b. Tree Planting Program
  - c. Nominations for Officers
  - d. Election of New Officers
6. Open Floor to Members
7. Adjourn

NEXT MEETING: August 7, 1995 at 7:00 p.m.

## *Meeting Minutes*

A written record is one of the most important tasks of a meeting. Its importance must not be taken lightly or overlooked. However, this task should not be overcomplicated.

At a minimum, the recorder should keep a summary of the meeting that includes action items, decisions and open issues.

**Action Items**      *Action items are the “to-do’s” assigned at the meeting. Record the task, the person responsible, and the date agreed upon for completion.*

**Decisions**      *All decisions that make affect future choices of the group should be recorded.*

**Open Issues**      *New issues raised at the meeting but not resolved should be recorded so they can be carried over to a future meeting.*

Always remember to listen for and capture the decisions, action items, and open issues from a meeting. When capturing an action item, get the person to whom it is assigned to help you set the due date; this way you know that they’ve agreed to the task.

At the end of the meeting, recap the decisions, action items and open issues for the group. Ask if there is anything that has been overlooked.

Type and edit the minutes as soon as possible after the meeting.

## *Media Contact List*

### Newspaper

Name of newspaper	_____
Telephone number	_____
Address	_____
Fax number	_____
E-mail Address	_____
Name of lifestyle editor	_____
Name of business editor	_____
Name of calendar editor	_____
Name of photo editor	_____

### Magazine

Name of magazine	_____
Telephone number	_____
Address	_____
Fax number	_____
E-mail Address	_____
Name of lifestyle editor	_____
Name of business editor	_____
Name of calendar editor	_____
Name of photo editor	_____

### Radio

Station Call Letters	_____
Telephone number	_____
Address	_____
Fax number	_____
E-mail Address	_____
News Assignment Editor	_____
Producer	_____
Name of calendar editor	_____

### Television

Station Call Letters	_____
Telephone number	_____
Address	_____
Fax number	_____
E-mail Address	_____
News Assignment Editor	_____
Producer	_____
Name of calendar editor	_____



# *Chattanooga's Neighborhood & Community Associations*

100 Black Men

Alton Park/Piney Woods N'hood Assn.

Bal Harbor Neighborhood Association

Brainerd Hills Neighborhood Association

Bushtown Neighborhood Association

Cedar Hill

Chattanooga Chapter of the Links

Churchville Neighborhood Association

Cosmopolitan Community Church

Cromwell Residents Association

DEFY

East Chattanooga/Avondale

Neighborhood Association

East Lake Neighborhood Association

Eastdale Neighborhood Association

Eastdale Neighborhood Watch

Emma Wheeler Homes

First Centenary/Inner City Ministries

Forest Hill Neighborhood Association

Fortwood Neighborhood Association

Foxwood Heights Community Club

Glass Farm Neighborhood Association

Glenwood Neighborhood Association

Glenwood Neighborhood Watch

Glenwood Partnership

Hamilton Mill Homeowners Association

Harriet Tubman Resident Corporation

Hemphill Neighborhood Association

Highland Park Neighborhood Watch

Hill City Neighborhood Association

Hillsboro Heights Community Assn.

HOPE

Hope Covenant Church

Indian Hills Community Association

Kappa Alpha Psi Fraternity

Kingspoint Neighborhood Association

Lake Hills Neighborhood Association

Liles Addition Neighborhood Association

Mary Walker Towers Resident Assn.

McDowell Church of God in Christ

Meadowlawn Neighborhood Watch

Missionary Ridge Neighborhood Assn.

North Brainerd Community Association

Northside Neighborhood House

Oak Grove Neighborhood Association

Olivet Baptist Church

Pi Omega Foundation/Alpha Kappa Alpha

Richmond Neighborhood Association

Ridgedale Community Association

Riverside Club

Shepard Community Council

South Brainerd Association

South Chattanooga Gateway Corporation

Southside Gardens

Southside Historic District

Southside Neighborhood House

St. Elmo Business League

St. Elmo Improvement League

St. John Baptist Church

St. Luke United Methodist Church

St. Mark United Methodist Church

Thankful Baptist Church

W.S. Height/S&S Development Company

Warren Chapel A.M.E.

Washington Hills Neighborhood Assn.

Westside Community 2000

Woodland Heights Neighborhood Watch



## *Chattanooga's Support Organizations*

Allied Arts of Greater Chattanooga	756-2787
Bessie Smith Hall, Inc.	757-0020
Better Housing Commission	757-5204
Carter Street Corporation Board	756-0001
Center for Non-Profits	265-0514
Challenger Center	755-4126
Chamber Foundation	756-2515
Chattanooga African-American Museum	266-8658
Chattanooga Air Pollution Control Board	867-4321
Chattanooga Area Regional Council of Governments	266-5781
Chattanooga Area Regional Transportation Authority (CARTA)	629-1411
Chattanooga Area Urban League	756-1762
Chattanooga Downtown Partnership	265-0771
Chattanooga-Hamilton County Bicentennial Library	757-5320
Chattanooga-Hamilton County Election Commission	209-7720
Chattanooga-Hamilton County Hospital Authority	778-2232
Chattanooga-Hamilton County Historical Commission	266-5948
Chattanooga Housing Authority	752-4810
Chattanooga Memorial Auditorium & Tivoli Theatre	757-5159
Chattanooga Metropolitan Airport Authority	855-2202
Chattanooga Neighborhood Enterprise Board	756-6201
Chattanooga Regional History Museum	265-3247
Children's Advocacy Center	266-6918
Community Development Advisory Committee	757-5133
Community Foundation "Together We Can"	265-0586
Friends of the Festival	756-2212
Frontporch Alliance	756-8545
Greenway Advisory Board	757-5169
Historic Zoning Commission	266-5948
Homeless Healthcare Center	265-5708
Humane Society of Chattanooga	698-9587
Lynnhurst Foundation	756-0763
Martin Luther King Boulevard Community Development Corp.	756-2694
Metropolitan Council for Community Services	267-7766
Riverpark Advisory Committee	757-5169
River Valley Partners, Inc.	265-3700
Scenic Cities Beautiful Commission	757-0061
Senior Neighbors	755-6100
Southeast Tennessee Private Industry Council Board	752-5013
Tree Advisory Commission	697-9715
Trust for Public Lands	265-5229





# *City of Chattanooga*

## *Quick Reference*

### **Animal Problems**

Abandoned Animals	Human Society	622-8913
Stray Animals	Humane Society	622-8913
Dead Animals	Human Society	622-8913

### **Electrical Problems**

Power Lines Down	Electric Power Board	756-2706
Power Outage	Electric Power Board	756-2706
Tree Limbs	Electric Power Board	756-2706

### **Environmental Problems**

Abandoned Property	Codes Enforcement Division	757-5204
Rats & Vermin	Environmental Health Division	209-8110
Drug Dealing	Chattanooga Police Department	493-2878
Gangs	Chattanooga Police Department	698-2525
Litter	Citywide Services Division	757-5300
Prostitution	Chattanooga Police Department	493-2878
Trashy Neighbors	Codes Enforcement Division	757-5204
Weed Control	Codes Enforcement Division	757-5204

### **Gas Problems -Leaks**

Chattanooga Fire Department	911
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### **Garbage Problems**

Illegal Dumping	Codes Enforcement Division	757-5204
Brush Collection	Brush & Trash Collection Division	757-5091
Trash Collection	Brush & Trash Collection Division	757-5092
Recycle Collection	Recycling Collection Division	697-1408
Large Items	Furniture & Appliance Collection	757-5300

### **Sewer Problems**

Leaks & Overflows	Sanitary Sewer Maintenance	757-5026
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### **Street Problems**

Drainage	Citywide Services Division	757-0039
Traffic Signs	Traffic Engineering Division	757-5355
Street Lights Out	Electric Power Board	756-2706

### **Water Problems**

Leaks & Overflows	Tennessee-American Water Co.	755-7600
	Eastside Utility District	892-2890
Water Quality	Water Pollution Control	634-5745



*We acknowledge the following sources of information for this handbook...*

## **BOOKS**

*Building Communities From the Inside Out* by Kretzmann & McKnight

*City Services Guide* by The Chattanooga Department of Neighborhood Services

*The Community Image Survey: A Participation Tool for Envisioning a More Livable Community* by The Center for Livable Communities

*The Community Visioning and Strategic Planning Handbook* by The Alliance for National Renewal

*Public Relations Campaign Strategies: Planning for Implementation* by Robert Kendall

## **WEBSITES**

The Alliance for National Renewal	<a href="http://www.ncl.org">www.ncl.org</a>
The Benton Foundation	<a href="http://www.benton.org">www.benton.org</a>
The Center for Livable Communities	<a href="http://www.lgc.org/clc/">www.lgc.org/clc/</a>
The Center for Lobbying in the Public Interest	<a href="http://www.independentsector.org">www.independentsector.org</a>
Center for Nonprofits	<a href="http://www.cnpchatt.org">www.cnpchatt.org</a>
Chattanooga Area Chamber of Commerce	<a href="http://www.chattanooga-chamber.com">www.chattanooga-chamber.com</a>
City of Chattanooga	<a href="http://www.chattanooga.gov">www.chattanooga.gov</a>
Community Think Tanks	<a href="http://www.policy.com">www.policy.com</a>
The Dunn Foundation	<a href="http://www.dunnfoundation.org">www.dunnfoundation.org</a>
Healthy Communities Programs	<a href="http://www.ncl.org">www.ncl.org</a>
The Charles Stewart Mott Foundation	<a href="http://www.mott.org">www.mott.org</a>
National Civic League	<a href="http://www.ncl.org">www.ncl.org</a>
Neighborhood Networks	<a href="http://www.hud.gov">www.hud.gov</a>
Neighborhood Link	<a href="http://www.neighborhoodlink.com">www.neighborhoodlink.com</a>
Neighborhood.com	<a href="http://www.neighborhood.com">www.neighborhood.com</a>
NeighborWorks Net	<a href="http://www.nw.org">www.nw.org</a>
New Politics Program	<a href="http://www.ncl.org">www.ncl.org</a>
Neighborhoods USA	<a href="http://www.nusa.org">www.nusa.org</a>
Red Cross Chattanooga	<a href="http://www.ifrc">www.ifrc</a>
School Report Card	<a href="http://www.tennessean.com">www.tennessean.com</a>
Smart Growth Initiative	<a href="http://www.ci.austin.tx.us">www.ci.austin.tx.us</a>
State of Tennessee	<a href="http://www.state.tn.us">www.state.tn.us</a>
U.S. Housing and Urban Development	<a href="http://www.hud.gov">www.hud.gov</a>
United Way of Chattanooga	<a href="http://www.uwchatt.org">www.uwchatt.org</a>
Walkable Communities, Inc.	<a href="http://www.walkable.org">www.walkable.org</a>



Produced by

# City of Chattanooga

## Department of Neighborhood Services



**111 Market Street, Suite 333  
Chattanooga, TN 37402  
423-757-5277**

### *Division of Neighborhood Relations & Services*

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*Neighborhood Relations Coordinator*

Dennis Tate  
*Neighborhood Relations Coordinator*

Edwina Kolb  
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